



National Academy of Public Administration
Chartered by Congress

July 15, 1988

STAT

Director, Planning and Policy Office
Intelligence Community Staff

Dear Dick,

A major objective in the NAPA study is to develop recommendations for improvement in IC agency compensation and benefits systems beyond those currently being considered. In order that this work be as relevant as possible to the community, we would like to hold a meeting of senior agency executives, preferably at the executive director level, to identify the most critical areas of concern.

I suggest this meeting be scheduled for two hours during the week of July 25. This will be a working session with the objective of developing a community-wide consensus on the following questions:

- The most pressing compensation generated problems the community is facing today, and expects to face over the next three to five years.
- The ranking, in priority order, of the significance of these problems.
- Organizations outside the intelligence community with innovative compensation policies that might be considered for application within intelligence agencies.

The Panel staff will interview officials of selected private firms engaged in various aspects of intelligence related work. This working session will give the community an opportunity to recommend the firms and specific issues to be studied. We are particularly interested in firms the IC agencies feel they are losing staff to or that consistently provide quality personnel on assignments performed for their agency. First priority should be given to firms in the Washington, D.C. area.

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To stimulate thinking, we've attached a list of potential areas for future change and some of the specific types of change possible within each area. If you have any questions contact Frank Yeager at 351-2601. Please give Frank or I a call as soon as possible to set a date for this meeting.

Very truly yours,

Don I. Wortman

Attachment: As Stated

(Distribution -

1 cy - Wortman w/att Compensation Info Request
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POTENTIAL AREAS FOR FUTURE CHANGE

ALTERNATIVE COMPENSATION APPROACHES

- Pay for performance
- Geographic pay
- Pay for knowledge
- Pay banding
- Group performance pay
- Gainsharing
- Occupational distinct pay systems
- Exchange rate offsets for overseas assignments
- Confidential pay rates for individuals
- Individualized pay adjustment cycles based on performance
- Recruitment bonuses

ALTERNATIVE MANAGEMENT APPROACHES

- Manage to budget
- Manage to promotion points
- Job sharing
- Group performance ratings
- Multi-skill professional positions

NEW BENEFITS

- Child care
- Elder care
- Inside sabbaticals (e.g. freedom to work on special projects for up to a year)
- Non-monetary (e.g. ability to purchase special equipment or get special training)
- Greater use of tax system options
- Cafeteria benefits